



A tool to help you understand yourself and how you work with others

Based on and adapted from Belbin

This quiz helps you to see how you work within groups and what some of your personal traits and inclinations are. It is a useful guide and insight but as with all such tools should be taken with a pinch of salt

HOW TO COMPLETE THE QUIZ

1. Read through the questions in each of the seven sections
2. From each section, tick **two or three** statements which best apply to you. You can select more or fewer, but try to avoid choosing just one or all eight statements as this doesn't give you such a clear result.
3. For each section you have **10 points** to allocate between the statements you have chosen. Give a proportion of the total of ten to each statement you have selected. Give more points to the statements which apply to you most. Enter the points in the right hand column.

For instance, in one section you might identify two statements which apply to you. You might feel that one is closer to you than the other, so you might score them 7 & 3 respectively. If you thought they applied to you equally, you'd score them 5 & 5.

Don't struggle too much to identify perfectly accurate answers. Reacting to your instinctive feelings will give you the best result. **Now complete the quiz!**

SECTION A

TICK SCORE

When I'm working on a project with other people, I.....

1. like to organise things so that the work is completed
2. pick up things that need to be done that others miss
3. get annoyed when meetings wander from the subject
4. make original suggestions
5. objectively analyse the goods and bads in others' ideas
6. like to research the latest developments and ideas
7. am good at organising people
8. support good solutions to problems

SECTION B

TICK SCORE

When I'm working on a project with other people, I.....

1. like to strongly influence decisions
2. enjoy work which takes up my full concentration
3. help colleagues out when they have problems
4. critically examine any alternatives
5. am a creative problem solver
6. like to reconcile opposing views
7. am more a practical than an ideas person
8. like to examine different ideas and techniques

SECTION C**TICK****SCORE****When the team is stuck with a complex problem, I...**

1. pay close attention to areas of potential difficulty
2. explore ideas that have importance beyond the task in hand
3. carefully evaluate a number of suggestions before opting for one
4. organise other peoples' abilities to best effect
5. stay systematic in my approach, even when the pressure builds up
6. produce new solutions to long- standing problems
7. can be assertive about my personal views
8. help whenever I can

SECTION D**TICK****SCORE****When involved in day to day work, I...**

1. make sure I am clear about my task and objectives
2. am keen to express my view in meetings
3. can work with anyone who has a useful contribution to make
4. am keen to follow up interesting ideas and people
5. if an idea is unsound, know how to argue against it
6. am quicker to see patterns in things than others are
7. love being busy
8. enjoy getting to know people better

SECTION E**TICK****SCORE****When I suddenly get a hard task with people I don't know and a tight deadline I...**

1. am less imaginative because of the group situation
2. am good at getting group consensus
3. don't let my feelings cloud my judgement
4. try to establish a structured approach
5. work well with people of different qualities and outlooks
6. don't mind being unpopular sometimes if it means getting my views across to the group
7. can find 'somebody who knows' if I don't know
8. have a natural sense of urgency

SECTION F**TICK****SCORE****When I'm suddenly asked to start on a new project, I...**

1. look round for ideas and ways in
2. prefer to finish to perfection the job I have in hand
3. take a careful and analytical approach to problems
4. am good at involving others in the task
5. look at situations inventively and independently
6. am pleased to take the lead when there is need for action
7. respond positively to colleagues and their ideas
8. don't like collaborating on a job whose objectives are not clear

SECTION F**TICK****SCORE****When I suddenly get a hard task with people I don't know and a tight deadline I...**

1. can establish a systematic approach on the basis of a broad brief
2. like time to form a judgement, but it is usually accurate
3. like to work with a range of personal contacts
4. am good at detailed aspects of a job
5. am assertive in team meetings
6. can introduce ideas and techniques into new working relationships
7. see all sides of an issue and make a decision to gain consensus
8. get on well with colleagues, and am a teamplayer

DESCRIPTIONS OF CATEGORIES

1. SHAPERS: organise team activities thus:

- Focusing the team on the need for clear objectives
- Clarifying for team members their roles, responsibilities and contributions
- Influencing discussions, summing up, and relating outcomes to objectives
- Co-ordinating contributions to give shape to the team's activity
- Keeping a clear view of the team progress, and nudging them back onto track when they veer
- Keeping the team, and individuals in it, true to the team objectives

Behaviours to avoid:

- Authoritarianism
 - Using authority to undermine the activities of others, particularly the plant and monitor/ evaluator
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2. CO-ORDINATORS: use resources available to organise team activities thus:

- Preparing the team agenda carefully so that what needs to be done is done in the time available
- Aligning individuals to appropriate team objectives
- Ensuring that the full complement of team roles is present and active in the team
- Matching the resources available to the team to the proper achievement of the team objectives
- Acting as a focus for team effort, and taking the heat when things get difficult
- Delegating appropriately
- Deciding when to move from consultation to decision making

Behaviours to avoid

- Hogging the limelight
 - Confusing determination with inflexibility
 - Failing to exploit the resources of the team by underestimating role contributions
 - Competing with the Plant & Monitor/ Evaluator
 - Wanting to be seen as 'the big dog'
 - Taking their bat home when opposed or faced with apathy
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3. PLANTS are the main source of new ideas for the team. This is what they do:

- Focus on strategy and large issues
- Develop ideas based on team objectives
- Seek new solutions to old problems
- Choose the best moment to present new ideas

Behaviours to avoid

- Spreading themselves too thin: trying to operate over too wide a field
 - Letting personal interests conflict with team needs
 - "Taking the bat home" when enthusiastic ideas are tested, monitored, and possibly rejected
 - Fearing to express radical ideas to a strong minded, assertive and critical group
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4. RESOURCE INVESTIGATORS develop useful contacts for the team and investigate the availability of external resources. This is what they do:

- Form relationships easily and network on behalf of the team
- Seek new ideas and methods outside the team working environment, and introduce them to the team
- Expand team contact with outside bodies
- Keep up to date with relevant external developments
- Maintain relationships within the team, especially at critical times
- Maximise use of talent by team members

Behaviours to avoid

- Ignoring external ideas because they are too involved with their own
- Rejecting ideas unilaterally before submitting them to the team
- Relaxing too much when the pressure goes off
- Mistaking sociability for forming relationships, and using time unproductively

5. MONITORS / EVALUATORS consider ideas from within and without the team and assess their practical value in the context of team objectives. This is what they do:

- Apply critical thought to ideas on behalf of the team
- Make a well judged balance between experimentation and critical appraisal of an idea
- Develop ideas, with the team, to make the team pragmatic, effective and efficient as solutions
- Make the argument against unsound ideas at the appropriate juncture

Behaviours to avoid

- Applying critical thought on their own behalf rather than the team's
- Insensitivity towards colleagues' suggestions
- Negativity: letting the critical faculty stifle new ideas
- Over competitiveness with co ordinator and plant
- Affecting team morale by applying critical analysis insensitively or at the wrong time

This role is often combined with other team roles.

6. IMPLEMENTERS turn ideas into action agendas, and carry out the agenda in a systematic and effective way. This is how they do it:

- Ensure structure in team tasks and understanding of team objectives
- Distil practical details from the broad brief and deal with them
- Maintain steady progress both in the presence and absence of pressure
- Maintain focus on achieving objectives even when times are difficult
- Give support to team members

Behaviours to avoid

- Negativity about ideas and suggestions
- Rigidity: must seek a balance between the hard slog and adaptability
- Personality can make the implementer over- competitive

The implementer's role, by its nature, is managerial. This, however, needs to be balanced with being a part of the team at the same time.

7. TEAM WORKERS support individual effort to ensure full team achievement, by:

- Noting colleagues' strengths and weaknesses
- Building on strengths and supporting weaknesses
- Facilitating communications within the team
- Being an example of team membership, and generating esprit de corps

Behaviours to avoid:

- Competing for status in the group. Wanting to be 'the big dog'
 - Siding with one team member against another
 - Giving a negative image of the team internally and externally
 - Being conspicuous or ostentatious in pursuing the role
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8. COMPLETER FINISHERS makes sure that things are done accurately and as mistake-free as possible.

They do this by:

- Watching out for errors and omissions, particularly those that fall between the cracks when two people are involved on a single initiative
- Choosing an aspect of work where finishing qualities really matter
- Ensuring the finished product/ service is as perfect as possible
- Identifying aspects of work which most benefit from attention to detail
- Supporting the rest of the team in raising standards and identifying errors
- Maintaining a sense of urgency within the team

Behaviours to avoid

- Losing a sense of 'the whole' by limiting their activities to the detail
- Negativity and over- criticality. Expressing anxieties and lowering team morale